

WSDOT/ACEC Project Delivery Team Meeting
CH2M Hill, Bellevue, Washington
July 9, 2004

Attendees

Ken Smith - Team Co-Chair
Duncan Findlay - Team Co-Chair
Pasco Bakotich
Kirk Berg
Doyle Dilley
Richard (Rick) Door
Mary Holland
Mike Horton
Mike Mariano
Keith Metcalf
Amir Rasaie
Lisa Reid
Rick Smith
John Villager
Karl Winterstein
Russ East (absent)
Adele McCormick - Recorder

Introductions and Agenda Review
Duncan Findlay

Old Business: Acronym decoding is needed.

Action Item: Pasco has a “book” of WSDOT acronyms he will share with the team.

Ken Smith presented the team charter to the ACEC/WSDOT Executive Committee at their July meeting.

In the first sentence of the mission statement, “Develop guidance and recommendations to reduce project delivery time and/or cost by 15% or more...” there was a concern about setting a 15% parameter and how it should be met. The mission statement will remain the same except the 15% parameter will be moved to a goal statement in the team charter.

The team will move recommendations forward as we go, not hold them to be presented together. Scheduling, drafting, etc., are items we still need to work on.

Handout: ACEC-WSDOT Contact List
Add Karl Winterstein - Winterstein@pbworld.com

What constitutes project delivery? Project delivery encompasses concept through completion of construction. This will be included in the mission statement.

Action Item- Ken will e-mail the revised charter to the team and we will get approvals by the next meeting.

Brad Stein and Don Nelson are now co-chairs of the ACEC/WSDOT Executive Committee.

Structures Team Database

Rick Smith

Handout: WSDOT Lessons Learned System Development

The ACEC/WSDOT Structures Team has developed a structures lessons learned website at: http://www.wsdot.wa.gov/eesc/bridge/cecw/dsp_userpage.cfm?fuseaction=sharing

Lessons learned should include good and bad, but should emphasize the positive, such as, “Lessons learned and innovative ideas” or “Lessons learned/best practices.”

A lessons learned website needs constant maintenance. The Structures Team has hired a person for this. There also needs to be a method for approval of what is posted. Should one person for each area deal with approval? A suggestion was made to send items through three or four experts in different disciplines for approval rather than just one person, using e-mail review rather than a quarterly meeting.

How does ACEC need to be involved? The lessons learned should be generic unless a firm is in agreement to post “bad news.” The firm should be contacted for approval and there should be a connection point to follow up on lessons. If there are concerns or issues with what is put out, it can be changed, but items will not be put out as draft for review.

The issue of timeliness needs to be addressed. Some items need to be put out quickly.

Some lessons learned may be a tip off to change standards.

The lessons learned site should be able to include a variety of file types, including photos, text, etc.

This project should be kept on the agenda every couple months.

Website for Project Delivery Team

Adele McCormick

We now have the information we need and will work to get a site up and running for dissemination of team information and documents. Adele will send out a link when the site is available.

CAiCE Update
Pasco Bakotich

Handout: Design Software Steering Committee Meeting Minutes, 6/3/04

CAiCE is going away. The handout includes a statement concerning the direction of where we are going.

We will keep CAD software and will evaluate the Inroads product. Our emphasis is data collection and what needs to be changed in our current surveying practices. We also need to test output. We aren't questioning design capabilities, but the data collection side is the issue. We will be going to an integrated system.

Converting our current shelf products to a different product isn't going to add value. We will deliver those projects as they are.

We will begin testing Inroads on some projects that are starting in the design phase.

If a corridor is already started with CAiCE, this doesn't mean we will continue new corridor projects in CAiCE.

We want to get to the point where all engineering software is interchangeable. There are internal issues that are being worked through. If there is a request to go with Inroads immediately, the challenge is that the budget is for a finite number of copies of Inroads. We don't have the budget to carry it until next biennium. There will be 20 to 30 copies to begin with.

Inroads offers the construction administration side and can output into a product that can be downloaded into some of the automated equipment. This appears to be an avenue the construction industry wants to pursue.

We don't know how it fits into early design visuals. Our understanding is that the capability is there. For general feedback, questions will be sent to a variety of organizations that are currently using Inroads (Page 4 of handout).

Inroads is very intuitive when it comes to designing. It should be simpler to use and learn than CAiCE. The general feeling is that this will enable us to have more efficiencies in the transition of CAiCE to Inroads and for new employees coming into the agency.

Be sure to address changes in boilerplate language that is in our contracts.

There are tough issues to call on projects that are already in the pipe, but are programmed out as late as 2010 in construction. It doesn't make sense for consultants to start new projects in CAiCE.

This item hits two parts of our mission, including identifying software and translation opportunities and creating clearly defined expectations for work products and review of those products.

Eastern Region Guidelines for Development of Intersection Plans

Keith Metcalf

Handout: Intersection Plan for Approval Checklist

Eastern Region uses a one-page checklist with both internal and external developers. The checklist is posted on their web page. They take it to the developer directly.

The real question is feedback on the structure in the channelization plans, not on how the plans are formatted.

Northwest Region Channelization Plan Documentation

Amir Rasaie

Handout: Channelization Plan Documentation, Northwest Region, September 3, 2002, Draft

The handout documents what Northwest Region needs to get through channelization plans. They ask the agencies or the consultant to submit the worksheet and checklist. Some basic commitments are made in this package. The goal is to have the channelization plans approved by the first or second submittal.

There is also a different checklist for internal use. This is on the WSDOT website as well. This makes reference to the *Design Manual* section. They are looking for less with regard to local agency projects, and for more on WSDOT projects.

This information needs to be given to developers/local agencies before they do their first prep work. They are being told that they need to involve WSDOT early on before they start making decisions.

This document promotes early involvement and discussion with WSDOT. They need to come to WSDOT before getting council approval.

The problem is that some local agencies/jurisdictions don't even know they need this information or that it exists. There should be direction in the LAG manual. Every agency should know that they have to deal with WSDOT. All of our products are available on our web site.

Handout: Quick Reference Guide for City Officials

This handout is based on the RCWs and is simplified to give the local agencies/jurisdictions a quick reference for what they need to do.

This handout copy is a draft – Amir will follow up to get the final version.

The fact that regions are developing a checklist to explain what is in the *Design Manual* should be a heads up that there are gaps in the *Design Manual*. Local Programs has said there is some confusion on the part of cities and counties and that there are differences between regions on what they expect.

Challenge the WSDOT Headquarters Design Office to collect checklists from the different regions and establish a master checklist. Address WSDOT projects in general and local agency or developer projects that tie into or are on WSDOT right of way. Why would we ask for more or less from a developer than we would from ourselves?

Olympic Region only gets channelization plans and deviations from developers and local agencies; no design file at all.

Action Item: Ken Smith will get checklists from Olympic, North Central, South Central, and Southwest regions and will have his staff review them. He will distribute them to team members before the next meeting.

The checklist is only a tool to be sure you have all the information.

Take a look at similarities in the checklists to clearly define expectations of work products and review of those products. The implementation plan should address the *Plans Preparation Manual* also.

Are other states addressing this in a different way that is simpler?

We will come up with a checklist example. We need a statewide process that shows how to get it right the first time. This includes what is required for a channelization plan and what is required anywhere.

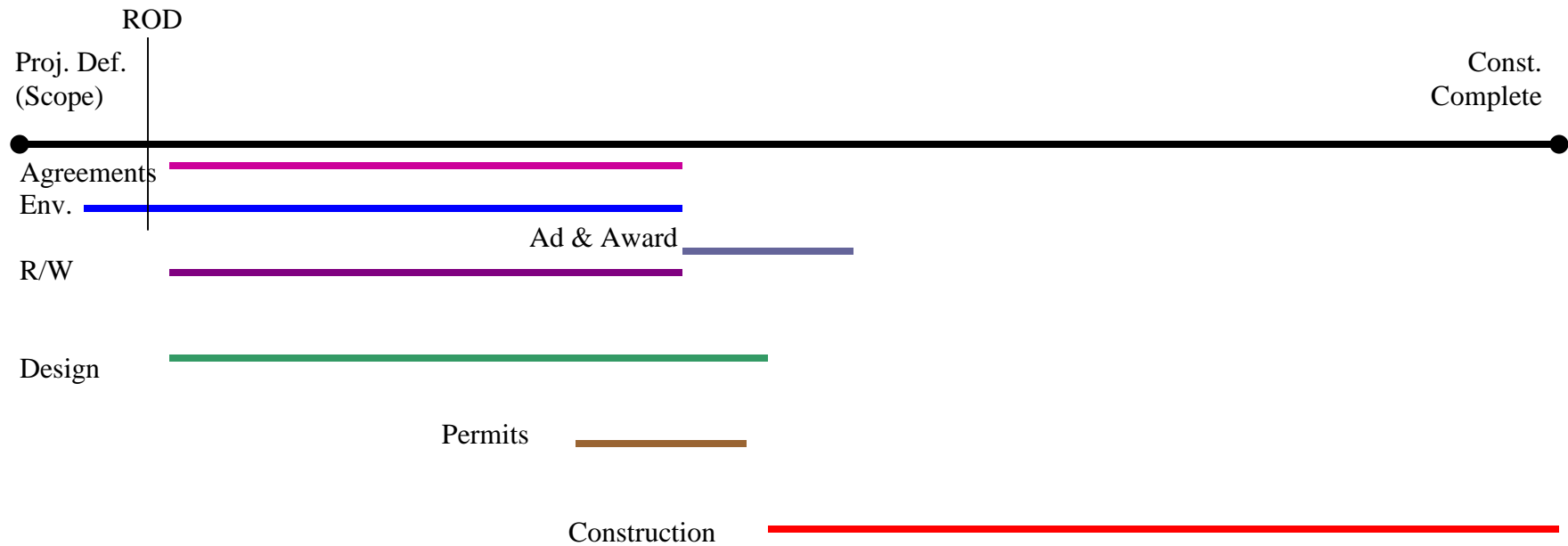
Push harder on the consultant. If it's not what you want, send it back and have them redo it. Call them up early on.

Northwest Region Traffic and Headquarters Design have on-going discussions to standardize some of the things that are now deviations. If we have to do something over and over again, we are trying to standardize them.

If It Ain't Broke, Don't Fix It
Mike Mariano

Handout: Achieving "Benchmark Project Delivery"

	Concept	Initiation	Plan Work	Work Plan	Manage Change	Closure
Works Well		Endorsement of expected work products		Reconciled comments		Sharing lessons learned & BPs
		Pre-scoping process for consultant scope of work		Tailor review to project scale		Final technical design decisions
				Regularly scheduled DOT/Consultant		
Improve		Communication Plan & Decision Tree	Define 30%, etc. To expedite reviews	Consolidated comments		
		Reduce “fences” us vs. them	Dept. buy-in to PDS/MPD	Repeated comments		
		Practical PPM examples		Filtered comments		
Broken	Tying SEPA to PDS	Overcommitted PM and key staff	DOT review function unclear	Communication not being used		
		No ONE ownership project delivery	Communication	Focus on important things lacking		
		Goals Linked				



- Project Manager Empowerment – Decision Matrix
- Add resources to Real Estate Services
- Early acquisition of right of way
- Establish corridor width for right of way
- Add float back into schedules for contingencies (define critical path and decisions)
- Funding partial phases – cost, time, and funding
- Co-location saves time and funding (decision makers)
- Utility relocation and right of way
- Percent design to get ROD 1% - 30%

What Project Elements Take the Longest?

Performance measure for this team: Every meeting comes out with a recommendation to carry forward.

Action Item: Amir bring NWR decision matrix.

Next Meeting Agenda Items

Blue Ribbon Commission recommendations (Karl)

Acronyms (Pasco)

Decision Matrix (Amir)

Change Order Checklist (Kirk)

Finalize list of brainstorm ideas and break into subgroups to prioritize

Demo website (Adele)

Talk to Kevin Dayton for Construction participation on team (Ken)

Tasks

Draft recommendation for Intersection/Channelization Plan Checklist (Ken Smith, Pasco, Amir, Karl, Mike Horton)

Send checklists to Ken Smith

PARKING LOT

- Different requirements of developers and local agencies than for internal WSDOT projects.
- Uniformity between regions (Approval Plans)